

23 May 69

Mr. C. -

Is this closed for now --

or are we (our office) to

follow up in any way?

*Let's put with mass of CT  
papers.  
We'd better read in  
about 10 June - pl  
remind me*

DD/S REGISTRY  
FILE *Training 3-1*

Deputy Director for Support  
Room 7D18  
Hqs

22 MAY 1969

Director of Training  
Room 819, 1000 Glebe

The attached is referred as more appropriately included in your over-all review. Since Executive Director-Comptroller requested the review on promotions, please include specifics responding to his request in your paper.

(signed) John W. Coffey

*J. R. L. Bannerman*

Att

Memo dtd 19 May 69 for Ex. Dir. -  
Compt., fr D/Pers, subj: Promotion  
Commitments to Career Trainees

SOS/DDS:JEF/msb

Rewritten:ADD/S:JWC/ms

Distribution:

Orig RS - Adse, w/O&I of Att

1 - DD/S Chrono, w/o Att

1 - DD/S Subject, w/cy of Att

(DD/S 69-2321)

1 - D/Pers

Note for the Record

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Mr. Bannerman spoke with Mr.  concerning our proposed action on the attached paper; e.g., referring it to the Director of Training for incorporation in his broader study rather than sending it to the Executive Director-Comptroller. This was agreed and Colonel White's "tickler" has been marked accordingly.

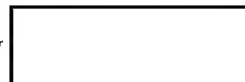
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21 May 1969

Note For: Mr. Bannerman Via Mr. Coffey



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The Office of Personnel Memo on promotion commitments to Career Trainees is not a complete staff paper in that alternative courses of action are not specifically examined and no recommendation is made. There are also a few minor factual errors. Therefore, I don't think the paper should be sent to the Ex. Dir. -Compt. in its present form.

The data in the paper are useful and some of the speculations provide a good point of departure; therefore, I recommend, as D/Pers suggests, that the paper be sent to Hugh Cunningham for use in his study. If you agree, I have prepared a routing sheet to the DTR for your signature.



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NOTE:

I wonder if there is a word left out in para 3,  
line 4: ". . . if following a two [?] promotion policy. . ."

Ellen  
19 May 69

*Mark*

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Personnel  
5E-56 HQ.

EXTENSION

☐

NO.

DATE

19 MAY 1962

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TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.  
Deputy Director for Support  
7D-18 HQ.

2.

3.  
Executive Director-Comptroller  
7E-12 HQ.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

① WE OWE THIS REPORT TO COL. WHITE. YOU MAY PREFER HOWEVER TO HOLD IT AND FEED IT INTO THE STUDY BEING UNDERTAKEN BY HUGH CUNNINGHAM. SHOULD YOU DO THIS, I WOULD APPRECIATE YOUR ADVISING EX/DIR SO THAT WE NOT BE DELINQUENT WITH HIM.

Red

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215 69-2321

19 MAY 1969

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Promotion Commitments to Career Trainees

1. This memorandum contains suggestions for your consideration; such suggestions are contained in paragraph 15.

2. At your request, we have discussed with representatives of the four Directorates a promotion policy to which the Agency may commit itself at the time of recruitment and selection of Career Trainees. In the past, the Agency has told prospective Career Trainees that they could expect two promotions after entrance on duty: one seven months after entrance on duty, and the second ten months after the first. Backlogs had occurred in this cycle, particularly in the Clandestine Service. The Clandestine Service has now cleared this backlog and all on-board Career Trainees have received their second promotion.

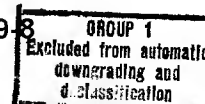
3. Currently, Career Trainees are still being told that they will receive two promotions but are being informed that practices differ somewhat in the four Directorates. Three of the four Directorates are still following the seven- and ten-month cycle; the Clandestine Service is following a two promotion policy, which calls for two advancements in grade in an 18- to 24-month span.

4. In our discussions with the Directorates we sought coordination on a single Agency policy which would be applicable for Career Trainees entering any of the four Directorates and which would assure the possibility of each of the four meeting initial commitments. Each of the Directorates has expressed preliminary agreement with the following:

Career Trainees would be recruited and selected with the understanding that they would be given an initial promotion to the next higher grade at the conclusion of their formal training (seven months after entering the formal training program); at the conclusion of their formal training they would be transferred to appropriate Career Services and from this point on would be in a competitive promotion cycle with their peers.

5. If such a policy were adopted, it would have to be pointed out to Career Trainees at the time of their selection that the four Directorates differ somewhat in promotion practices, particularly in the Intelligence Directorate and the Clandestine Service. The Clandestine Service is ready to hold forth the prospect to their Career Trainees of two advances in an 18- to 24-month span, the second depending upon merit. This same prospect can be given the Career Trainees entering the Intelligence Directorate or the Support Services, but it will not constitute a commitment binding upon the Agency.

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6. While there will be no apparent objections from any of the Directorates in instituting the above policy of promotion commitment, the discussions with the Directorates and with the Career Training Staff have indicated that such a policy would probably create more morale problems than currently exist in terms of Career Trainee hiring practices and advancement schedules.

7. In coordinating a general Agency policy relative to hiring and advancement of Career Trainees, we recognized the necessity of formulating such a policy with an eye toward the competition we face elsewhere in Government and in the private sector. These competitive considerations were concerned first with initial hiring rates and second with advancement after entrance on duty.

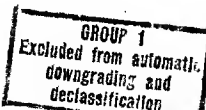
8. In general, our hiring rates stand up reasonably well against both industry (Tab A) and Government (Tab B), although the Career Training Staff tends to disagree with this finding. The following grade levels are generally applied to the recruitment of Career Trainees:

- (a) a Baccalaureate with no other experience, GS-7.  
We do little recruiting at this level.
- (b) a Master's Degree or a Baccalaureate with two years of military experience, GS-8. (elsewhere in Government, GS-9.)
- (c) a Baccalaureate and a Master's Degree plus military experience, GS-9.

Of course, added to the above qualifications and education, other subjective factors enter into the decision by the particular Directorate.

9. The Career Training Staff has had a considerable number of declinations because of our rather inflexible hiring rates. It feels that more flexibility permitting initial hiring at the GS-10 or GS-11 level will better insure the acquisition of Career Trainees under the standards imposed upon the Career Training Staff by the Directorates. This is a debatable point which could probably be resolved if we had a thorough review and a clear definition of the initial qualifications sought in our youthful, talented applicants by Directorate managers.

10. More important to the Agency is the need for a recognized and adhered-to advancement pattern for young professionals selected under the high standards of the Career Training Program. In this regard, we are indeed behind the rest of Government to say nothing of the private sector. Tab C provides a comparison of the advancement pattern of management interns elsewhere in the Government with ex-Career Trainees in the Clandestine Service. It is recognized that management interns represent, in view of the size of the Government at large,

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an exceedingly smaller, and in that respect only, a more select group than our Career Training classes. Management interns, in actuality, have the entire Government in which to roam; our Career Trainees do not have this freedom. Nevertheless, the comparison of advancement of management interns with our Career Trainees entering Government service at the same time creates a most conservative image. This is becoming known by the young communities in which we recruit and will, it is feared, create an increasing disadvantage to our recruitment and final selection efforts in the future.

11. Tab C also contains a brief comparison between our Career Trainees and Foreign Service Officers. It is apparent that in the early years of his career the Career Trainee will fare as well, if not better, than the Foreign Service Officer.

12. One of the major problems that affects the advancement of our young professionals, particularly Career Trainees, is the policy we adopted some years ago of restricting advancement to one grade at a time. In general, the GS-8 and GS-10 grades are ignored elsewhere in Government, and during the early years of their careers young professionals elsewhere are advanced from GS-7 to GS-9 and GS-9 to GS-11. This in itself probably has a great deal to do with the faster advancement of management interns in the Federal service. While our young applicants, generally unacquainted with GS scales, think initially in terms of income dollars, they soon become aware of management's preoccupation with grade levels and alter their own thinking accordingly. Our practice of advancement one grade at a time is also becoming well known and here, too, we are concerned that it will in time work to our disadvantage in the recruitment market place.

13. It is my conviction that the conservative nature of our management of young professionals needs thorough examination by top Agency management. The difficulties incurred in changing procedures which at their inception were well-reasoned and praise worthy, but which have outgrown their usefulness, are recognized. But if we are going to continue to hold forth a genuine appeal to the young and vigorous, we must be ready to accept change.

14. It is not the intention of this memorandum to recommend at this stage sweeping changes in our general personnel management programs, nor for that matter, the Career Training Program itself. But I think the time has come for review at the senior management level of specific pay policies relative to the recruitment and retention of young professionals. Such a review can explore various options open to the Agency, such as (a) the abolition of the GS-8 and GS-10 grade levels in advancement programming; (b) the qualifications standards imposed upon the recruitment of Career Trainees and the young professionals, particularly with regard to whether the need for advanced academic degrees is realistic in certain areas of the Agency where they are now sought; (c) the constriction placed upon the early advancement of young professionals by the overlap of the higher paid clericals (this could be resolved by a separation of component professional and clerical ceiling).

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15. It is suggested that the Executive Director-Comptroller consider these problems and the alternative courses of action specified in paragraph 14 above at a future meeting with the Deputy Directors. I am prepared to provide necessary background material, including actual evidence of the concern in these matters as expressed by highly qualified young applicants who have declined our offers, as well as by those young professionals who have resigned from the Agency in the early years of their employment. It is further suggested that a general Agency policy concerning a commitment relative to early advancement of Career Trainees be placed in abeyance pending such a meeting.

/s/ Robert S. Wattles

Robert S. Wattles  
Director of Personnel

Atts.

Distribution:

0 - Addressee  
1 - ER  
~~1 - DD/S~~  
1 - D/Pers Subject File  
1 - D/Pers Chrono  
1 - EO/OP Chrono  
OD/Pers/ [ ] rgs (14 May 69)

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GROUP 1  
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Industrial Hiring Rates - 1968

American Management Association

<u>Title</u>	<u>Bachelor's Degree</u>		<u>Master's Degree</u>		<u>Doctor's Degree</u>	
	<u>Salary</u>	<u>GS Grade Equiv.</u>	<u>Salary</u>	<u>GS Grade Equiv.</u>	<u>Salary</u>	<u>GS Grade Equiv.</u>
Electrical Engineer	\$9,100	GS-07	\$10,800	GS-10	\$15,600	GS-13
Aeronautical Engineer	9,000	GS-07	10,400	GS-09	13,200	GS-12
Civil Engineer	9,000	GS-07	10,200	GS-09	13,200	GS-12
Management Engineer	8,800	GS-06	10,800	GS-10	13,200	GS-12
Chemist	8,400	GS-06	10,800	GS-10	14,400	GS-13
Mathematician	8,300	GS-06	10,000	GS-09	13,600	GS-12
Physicist	8,800	GS-07	10,300	GS-09	14,700	GS-13
Accountant	7,800	GS-07	9,900	GS-10	-	-
Business Administration	7,500	GS-08	9,900	GS-10	12,000	GS-12
Economist	7,800	GS-08	9,600	GS-10	12,000	GS-12

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Government Hiring Rates for Professional Employees

<u>Grade Level</u>			<u>Educational Requirements</u>
GS-07	Engineer	\$9,078	Bachelor's Degree. Meet one of the following requirements:  a. Standing in upper third of class.  b. College grade average of "B" (2.90 of a possible 4.0) in all courses.  c. College grade average of "B+" (3.5 in major fields).  d. Membership in a national honorary scholastic society.  e. A score of 600 on advanced tests of graduate record examination.
	Physical Scientist		
	Mathematician	8,845	
	Accountant	7,913	
	Business Adm. Economist	6,981	
GS-09	Eng., Phys Scien, Mathematician	10,154	Completion of all requirements for a Master's Degree.
	Accountant	9,026	
	Bus. Adm., Econ.	8,462	
GS-11	Engineer	11,563	a. Completion of requirements for a Ph.D. Degree.  b. Research Positions. Completion of all requirements for a Master's Degree based on at least two years of full time graduate education. Position must be in a professional field involving research or advanced scientific work.
	Physical Scientist Mathematician		
	Accountant Economist	10,203	
GS-12	Engineer	12,580-14,204	Research Positions. Completion of all requirements for Ph.D. Degree. Position must be in a professional field involving research for advanced scientific work.
	Phys. Scientist Mathematician		
	Accountant	12,174	
	Economist	12,174-14,204	

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**SECRET**Comparison of CIA, State and other GovernmentA. Management Interns

The smaller the "select group" -- the higher the grade is most evident in the management intern program of the Civil Service Commission. This is a small select group for an enormous Government. Therefore, a comparison with our CT Program is not really applicable. However, it does emphasize the competition for quality recruits. A Commission survey conducted last September included a random sample of 102 interns appointed in 1956-1957. The remaining management interns are compared below with the remaining CSCS ex-CTs who entered on duty in 1957:

	<u>GS-11</u>	<u>GS-12</u>	<u>GS-13</u>	<u>GS-14</u>	<u>GS-15</u>	<u>GS-16</u>	<u>GS-17</u>	<u>Total</u>
CSCS ex-CT	5	20	6	0	0	0	0	31
Management Intern	2	8	18	20	15	0	1	67

B. Foreign Service Officers

There were 475 Foreign Service Officers appointed from the 1956 and 1957 State Department registers and entered on duty between 1957 and 1961. Also during this same four-year period, many more FSOs entered on duty either laterally or from other year registers. Information on these other EODs is not available. The sample includes only those remaining, 336, from the 1956 and 1957 appointments. They are compared below, using GS- grade equivalents, with 130 CSCS ex-CTs who entered on duty from 1957 through 1960:

	<u>GS-09</u>	<u>GS-11</u>	<u>GS-12</u>	<u>GS-13</u>
FSO	5%	24%	58%	13%
CSCS Ex-CT	0	31%	58%	11%

It appears that the CT has progressed more rapidly during the early years of his career than the FSO.

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